- A7976-1F 4/88 -

1987

National Hospice Personnel Compensation Study

Published by the National Hospice Organization

NHO

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1901 North Fort Myer Drive, Suite 307
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FOREWORD

The 1987 National Hospice Personnel Compensation Study is the first survey of its kind of hospice personnel compensation and benefits. This report is the most comprehensive data available on existing compensation practices in hospices of all types and sizes in the United States.

This survey was conducted as part of a larger study, the 1987 National Hospice Census, which is a comprehensive annual survey of hospice programs and palliative care centers in the United States. The results of this compensation study include useable responses from 720 hospice programs, reporting salary levels on eighteen different positions in hospice programs.

The survey was designed to assist hospice program executives in their salary negotiations and to establish competitive salary ranges for hospice staff. The responses were analyzed in several different ways to allow comparison of compensation levels in similar hospices.

NHO gratefully acknowledges its provider members and other hospices who shared their time to participate in this study.

Ira J. Bates, Ph.D., M.P.H.
Director, National Hospice Census

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INTRODUCTION

This study is the first ever conducted of hospice personnel compensation in the United States on a comprehensive national basis. It reports compensation data on eighteen positions in hospices by type of program, budget size and geographic location. Data reported are current as of January 1, 1987, or as close to that date as possible.

Survey Sample

This survey was conducted as a separate component of a larger study, the 1987 National Hospice Census, an annual census of hospice programs in the United States. In that census, we identified and located 1,583 hospices. There were 770 hospices that returned separate questionnaires reporting their compensation data that were useable in the final analysis. Using the census number (N = 1,583) as a base, this represents a 49 percent response rate. Characteristics of the sample that correspond to the census data are as follows:

Characteristic	1987 National Hospice Census	Hospice Compensation Survey Participant
Program Type		
Medicare Certification	31 %	26 %
Non-Medicare Certification	69 %	74 %
Program Size (Number of Patients Served)		
1 - 30	25 %	17 %
30 - 60	25 %	21 %
60 - 120	25 %	33 %
120 +	25 %	29 %
Not reported	*	12 %
1986 Census data	Median = 65 patients Mean = 108 patients	
Budget Size (Dollars of Revenue)		
$ 1 - 24,999	*	13 %
$ 25,000 - 49,999	*	13 %
$ 50,000 - 99,999	*	12 %
$ 100,000 - 199,999	*	14 %
$ 200,000 - 499,999	*	14 %
$ 500,000 - 999,999	*	7 %
$ 1,000,000 +	*	5 %
Not reported	*	22 %

(*) No budget information available from 1987 Census data.

Methodology

Eighteen positions were defined in the survey questionnaire. These included the chief paid executive, the heads of various hospice departments as well as hospice interdisciplinary team members. Respondents were asked to factor all salaries to full time equivalents and to report data for their personnel as current salaries. Definitions of each position were included. If the duties of a particular position were combined with another position, respondents were asked to assign salary to the predominating position.

Average compensation was calculated for each of eighteen positions by type of program and geographic region. It was also computed by budget size and geographic region. Median compensation was calculated only for total programs by geographic region. If the number of responses were less than three per category, they were not reported. However, they were used in the computation of the total mean and median compensation for that position.

Geographic Regions Defined

The geographic regions in this study are regions defined by the National Hospice Organization bylaws and contain the following areas:

Region I: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut

Region II: Pennsylvania, New Jersey, New York, Delaware, Maryland, and District of Columbia

Region III: Florida, Georgia, North Carolina, South Carolina, Virginia, West Virginia, and Puerto Rico

Region IV: Illinois, Indiana, Michigan, Ohio, and Wisconsin

Region V: Alabama, Kentucky, Louisiana, Tennessee, and Mississippi

Region VI: Iowa, Minnesota, North Dakota, South Dakota, and Nebraska

Region VII Arkansas, Kansas, Missouri, Oklahoma, and Texas

Region VIII: Colorado, New Mexico, Utah, and Wyoming

Region IX: Alaska, Idaho, Montana, Oregon, and Washington

Region X: Arizona, California, Nevada, Hawaii, Guam, and American Samoa

Definitions of Terms Used

Compensation: Current total, annual salary payments to employee.

Full Coverage: The percent of hospice programs reporting that they provide a full, complete benefit to their employees.

Mean: The average compensation is the sum of all salaries reported for the position divided by the number of respondents reported.

Median: The median compensation is computed by ordering the salaries reported from lowest to highest values and determining the figure where one half of the results were above and one half of the results fall below.

Medicare Certified: Hospice programs that have received a designation by the Health Care Finance Administration as a provider of hospice services to Medicare beneficiaries.

Non-Medicare Certified: Hospice programs that have not received Medicare certification.

Partial Coverage: The percent of hospice programs reporting that they provide a partial, incomplete benefit to their employees.

Size of Budget: The yearly amount of the budget reported by the hospice program.

Range of Compensation: The lowest to highest values reported by hospice programs as compensation for each position.

Format of the Report

The results of this study are presented in four sections.

Section I is composed of compensation data for the chief executive of hospice programs. The position of executive director is reported for hospice programs with an independent board of directors. The position of program director is reported for those hospice programs that operate as a subsidiary of a hospital, home health agency or other corporation. Tables 1 through 6 present this data.

Section II includes data on departmental head personnel most commonly found in hospice programs. Reported are compensation for: Director of Volunteers, Director of Social Services, Director of Education, Director of Bereavement, Director of Nursing, Director of Home Care Services, Director of Inpatient Services, and Medical Director. Tables 7 through 32 show this data.

Section III consists of compensation data for hospice interdisciplinary team members. These include the following: Hospice Patient Care Coordinator, Home Care Nurse, RN, Home Care Nurse, LPN, Inpatient Care Nurse, RN, Inpatient Care Nurse, LPN, Chaplain, Social Worker, and Hospice Physician. Tables 33 through 56 display this data.

Section IV is composed of fringe benefits paid to employees including: health insurance for employees, health insurance for employees' family, disablity insurance, life insurance, and retirement plans.

Section I: Compensation of Chief Paid Executives

Compensation of Executive Directors for Hospice Programs

Compensation of Program Directors for Hospice Programs

Table 1

Compensation by Type of Program by Region

Position: Executive Director of Hospice Program

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	27,500	32,700	43,000	13,500	23,800	40,000	25	27,300	28,000
Region II	4,000	33,100	47,700	10,000	24,300	47,000	45	28,600	30,000
Region III	11,600	28,000	50,000	5,300	18,300	29,500	83	23,200	22,900
Region IV	1,300	31,200	75,000	5,200	22,700	42,000	78	26,300	27,000
Region V	14,000	31,900	48,000	4,000	20,300	83,400	29	26,300	24,000
Region VI	17,000	26,500	35,000	3,600	18,600	42,000	33	20,700	21,200
Region VII	18,500	30,900	42,500	6,000	23,700	60,000	43	27,600	27,500
Region VIII	12,000	28,200	42,000	9,900	27,200	39,000	15	28,000	26,400
Region IX	3,200	25,800	35,000	3,600	18,300	27,500	22	21,000	21,500
Region X	7,000	34,000	50,000	1,600	27,200	48,000	46	28,800	31,000
All Regions	$ 1,300	$30,300	$75,000	$ 1,600	$22,100	$83,400	423	$25,700	

(#) Number of hospices that responded to survey.

Table 2

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Executive Director of Hospice Program

	Size of Budget						
Region	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	30,600	*	*	31,300	31,700	38,100
Region II	*	*	25,100	30,000	26,400	31,500	40,500
Region III	*	*	21,000	23,100	25,700	31,100	41,000
Region IV	*	*	19,600	27,000	29,600	33,500	52,500
Region V	*	*	*	22,200	33,700	39,500	48,000
Region VI	*	26,100	21,700	*	24,600	35,000	32,000
Region VII	22,000	22,000	30,000	27,000	31,400	36,300	38,000
Region VIII	*	25,000	12,000	18,800	25,700	39,000	40,700
Region IX	*	*	*	26,400	22,000	*	*
Region X	*	7,000	*	45,000	32,500	25,000	44,000
All Regions	22,000	22,100	21,900	25,100	28,100	33,100	42,600

Table 3

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Executive Director of Hospice Program

	Size of Budget						
Region	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	17,800	19,700	21,100	35,000	35,000	*	*
Region II	20,500	15,900	23,900	23,200	31,100	34,600	47,000
Region III	11,000	14,500	22,000	19,700	27,200	*	*
Region IV	11,500	16,700	24,600	27,400	28,500	31,500	*
Region V	8,800	16,000	18,400	18,500	*	*	*
Region VI	16,700	17,100	24,000	*	28,000	*	*
Region VII	7,700	23,400	18,000	24,500	25,300	*	*
Region VIII	*	9,900	*	*	*	*	32,800
Region IX	12,200	16,000	22,600	24,500	*	*	*
Region X	22,300	20,300	24,500	25,400	32,000	37,500	48,000
All Regions	12,900	17,000	22,500	24,800	28,800	34,100	42,600

Table 4

Compensation by Type of Program by Region

Position: Program Director of Hospice Program

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	14,000	26,600	38,000	2,400	22,100	32,200	22	23,500	26,000
Region II	18,200	31,600	43,000	12,000	28,100	46,000	32	29,900	31,000
Region III	18,700	28,700	35,900	14,000	21,700	25,000	15	25,400	25,000
Region IV	21,500	29,900	38,800	1,500	22,900	31,000	32	25,500	27,000
Region V	25,000	30,000	35,000	13,700	21,100	26,000	7	24,900	25,000
Region VI	21,800	28,600	35,000	8,300	22,900	40,400	16	24,300	24,900
Region VII	19,700	23,400	27,000	4,800	19,000	34,500	16	19,800	23,400
Region VIII	*	*	*	9,900	24,100	32,500	6	25,500	30,000
Region IX	23,700	25,500	26,400	900	23,900	38,000	13	24,400	26,000
Region X	3,200	32,600	44,100	1,600	32,400	48,000	26	32,400	35,000
All Regions	3,200	29,500	44,100	900	24,400	48,000	187	26,200	

(#)Number of hospices that responded to survey.

Table 5

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Program Director of Hospice Program

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	22,000	30,000	23,700	31,500	*
Region II	*	*	*	21,700	29,900	33,700	32,000
Region III	*	*	*	*	*	25,200	33,600
Region IV	21,500	*	25,000	*	30,800	*	34,900
Region V	*	*	*	*	30,000	*	*
Region VI	*	31,600	*	*	*	*	*
Region VII	*	*	*	*	19,700	23,400	*
Region VIII	*	*	*	32,000	24,700	*	*
Region IX	*	*	*	25,900	23,700	*	*
Region X	*	*	*	*	26,000	38,500	30,800
All Regions	21,500	31,600	23,500	27,400	27,000	30,900	32,900

Table 6

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Program Director of Hospice Program

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	17,400	19,000	26,800	*	30,000	*	*
Region II	*	*	18,300	21,100	32,400	*	46,000
Region III	18,200	22,000	21,100	*	*	*	*
Region IV	8,700	23,500	24,200	22,600	28,600	*	*
Region V	*	21,100	*	*	*	*	*
Region VI	21,600	17,800	25,800	30,000	*	*	*
Region VII	6,900	16,300	30,200	6,200	34,500	*	*
Region VIII	*	*	9,900	*	*	*	32,500
Region IX	*	12,600	38,000	24,700	30,000	*	*
Region X	*	30,800	31,200	26,700	34,600	*	44,500
All Regions	13,900	20,600	25,500	22,800	32,000	*	41,900

Section II: Compensation of Department Head Personnel

Compensation of Director of Volunteers

Compensation of Director of Social Services

Compensation of Director of Education

Compensation of Director of Bereavement

Compensation of Director of Nursing

Compensation of Director of Home Care Services

Compensation of Director of Inpatient Services

Compensation of Medical Director

Table 7

Compensation by Type of Program by Region

Position: Director of Volunteers

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	3,700	16,600	27,000	2,500	16,700	24,800	22	16,700	20,000
Region II	3,600	17,800	35,000	700	15,700	30,000	50	16,800	16,300
Region III	7,500	18,300	27,000	6,200	12,900	21,900	40	16,800	17,500
Region IV	6,200	18,600	27,000	3,900	16,100	28,500	65	17,200	18,200
Region V	3,600	14,300	23,000	2,400	6,400	9,300	14	12,600	12,500
Region VI	10,000	13,400	19,200	1,300	14,300	30,000	12	13,800	13,500
Region VII	7,300	16,500	24,000	11,500	18,600	28,000	27	17,400	17,600
Region VIII	2,600	17,800	21,300	*	*	*	10	18,100	20,000
Region IX	1,200	15,500	24,100	9,000	12,700	19,100	20	14,100	15,000
Region X	1,800	16,700	25,200	3,800	17,900	31,300	33	17,600	19,200
All Regions	1,200	17,200	35,000	700	15,800	31,300	294	16,600	

(#)Number of hospices that responded to survey.

Table 8

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Volunteers

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	10,400	*	*	19,100	20,200	15,600
Region II	*	*	17,800	*	19,800	15,700	18,500
Region III	*	*	*	13,200	15,500	20,300	23,000
Region IV	*	22,900	14,000	18,800	16,800	20,200	21,200
Region V	*	*	*	6,300	21,000	9,400	20,000
Region VI	*	16,000	*	*	12,000	10,400	19,200
Region VII	*	8,000	12,500	24,000	16,500	19,000	19,700
Region VIII	*	*	*	19,800	15,500	21,000	19,300
Region IX	*	18,000	*	15,600	12,300	*	*
Region X	*	*	*	10,200	8,800	24,500	21,400
All Regions	*	14,300	13,600	15,400	15,900	17,700	20,400

Table 9

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Volunteers

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	7,300	22,800	14,700	13,000	21,500	*	22,200
Region II	6,000	*	13,300	16,200	20,500	20,000	27,000
Region III	10,000	11,700	11,900	16,700	14,600	*	*
Region IV	18,200	9,800	17,000	17,200	16,300	24,200	22,900
Region V	*	7,500	2,400	9,400	*	*	*
Region VI	1,300	12,200	*	30,000	17,500	*	*
Region VII	*	*	27,000	15,700	19,400	*	*
Region VIII	*	*	*	*	*	*	20,900
Region IX	*	*	12,300	13,000	17,000	*	*
Region X	*	14,900	12,600	16,700	17,800	20,000	29,800
All Regions	8,800	12,700	13,700	16,300	18,000	21,100	25,600

Table 10

Compensation by Type of Program by Region

Position: Director of Social Services

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	20,400	24,900	27,000	*	*	*	8	24,400	26,000
Region II	7,500	23,500	38,000	14,500	24,800	35,300	21	23,800	25,000
Region III	11,400	22,100	31,600	16,000	20,300	25,300	27	21,600	22,000
Region IV	5,000	21,100	27,500	18,200	24,600	35,000	21	22,900	24,000
Region V	500	21,300	30,000	*	*	*	10	19,400	22,000
Region VI	10,400	17,800	23,700	18,500	20,700	25,000	6	19,200	19,200
Region VII	15,600	22,500	29,200	20,000	23,400	26,000	16	22,900	23,900
Region VIII	14,000	20,000	24,100	*	*	*	7	19,500	18,700
Region IX	2,100	19,400	31,700	*	*	*	9	18,800	18,000
Region X	27,100	29,900	32,500	7,300	23,600	36,000	10	26,100	30,000
All Regions	500	22,300	38,000	1,200	22,200	36,000	137	22,200	

(#)Number of hospices that responded to survey.

Table 11

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Social Services

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	20,400	*	*	25,900	25,000	27,000
Region II	*	*	*	*	28,500	19,600	27,500
Region III	*	*	*	21,800	19,100	21,200	24,200
Region IV	*	*	*	16,000	19,900	22,600	27,500
Region V	*	*	*	500	23,300	*	*
Region VI	*	*	*	*	19,200	10,400	23,700
Region VII	*	*	*	18,700	21,900	22,200	29,200
Region VIII	*	*	*	*	20,000	*	*
Region IX	*	*	*	23,500	9,100	*	*
Region X	*	*	*	32,500	*	30,000	28,400
All Regions	*	20,400	*	19,600	20,800	21,400	26,000

Table 12

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Social Services

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	17,200	29,000	25,000	35,300
Region III	16,000	17,500	*	20,900	21,900	*	*
Region IV	18,200	22,000	21,000	21,000	*	*	26,100
Region V	*	11,600	*	*	*	*	*
Region VI	18,500	*	25,000	*	18,500	*	*
Region VII	*	*	*	*	23,500	*	*
Region VIII	*	*	*	*	*	*	18,700
Region IX	*	14,400	*	*	*	*	*
Region X	*	*	*	14,000	33,200	*	*
All Regions	17,600	15,400	21,000	17,400	25,200	25,000	26,700

Table 13

Compensation by Type of Program by Region

Position: Director of Education

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	*	*	*	*	*	*		*	*
Region II	15,000	19,800	24,100	*	*	*	5	24,200	20,000
Region III	5,900	22,500	31,500	*	*	*	8	22,500	25,500
Region IV	16,500	23,900	27,300	20,000	25,400	30,100	8	24,700	26,000
Region V	*	*	*	*	*	*	1	*	*
Region VI	*	*	*	*	*	*	1	*	*
Region VII	14,900	19,400	22,500	*	*	*	4	23,600	22,500
Region VIII	21,300	24,700	31,000	*	*	*	4	23,300	21,800
Region IX	*	*	*	*	*	*	1	*	*
Region X	*	*	*	16,500	28,700	36,000	3	28,700	33,400
All Regions	1,600	20,200	31,500	16,500	28,500	36,000	36	22,500	

(#)Number of hospices that responded to survey.

Table 14

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Education

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	19,400	*	*	*	*	*
Region II	*	*	*	*	15,000	20,000	20,000
Region III	*	*	*	5,900	*	20,000	28,500
Region IV	*	*	*	*	*	16,500	26,000
Region V	*	*	*	*	*	4,200	*
Region VI	*	*	*	*	*	*	12,700
Region VII	*	*	*	*	*	19,400	*
Region VIII	*	*	*	*	21,500	*	31,000
Region IX	*	*	*	*	1,600	*	*
Region X	*	*	*	*	*	*	*
All Regions	*	19,400	*	5,900	14900	17,700	25,400

Table 15

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Education

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	*	*	42,000
Region III	*	*	*	*	*	*	*
Region IV	*	*	*	*	*	*	24,200
Region V	*	*	*	*	*	*	*
Region VI	*	*	*	*	*	*	*
Region VII	*	*	*	*	*	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	16,500	36,000	*	33,400
All Regions	*	*	*	16,500	36,000	*	33,200

Table 16

Compensation by Type of Program by Region

Position: Director of Bereavement

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	12,600	20,200	26,000	2,400	10,700	20,000	9	16,000	19,300
Region II	8,700	18,500	27,000	6,000	17,000	28,000	24	18,000	18,000
Region III	3,000	18,900	25,800	2,400	10,600	17,600	18	17,000	18,700
Region IV	6,600	16,600	22,400	2,000	15,300	24,100	19	16,100	18,500
Region V	3,600	11,700	21,300	*	*	*	7	11,700	9,000
Region VI	14,200	20,800	33,000	*	*	*	5	26,300	18,200
Region VII	6,900	18,700	23,000	*	*	*	9	17,600	17,700
Region VIII	16,000	24,300	34,000	*	*	*	7	24,000	21,800
Region IX	13,200	21,000	26,000	*	*	*	7	19,700	19,400
Region X	22,000	28,100	36,700	10,000	18,200	31,300	17	21,700	20,500
All Regions	3,000	19,200	36,700	2,000	16,400	48,000	122	18,300	

(#)Number of hospices that responded to survey.

Table 17

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Bereavement

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	20,000	18,300	26,000
Region II	*	*	*	*	22,100	16,600	20,700
Region III	*	*	*	18,700	15,900	19,700	19,800
Region IV	*	*	*	15,400	19,200	16,500	17,300
Region V	*	*	*	6,300	21,300	7,300	20,000
Region VI	*	*	*	*	17,900	14,200	18,200
Region VII	*	*	*	17,200	6,900	20,500	22,000
Region VIII	*	*	16,000	19,800	21,100	*	34,000
Region IX	*	*	*	*	17,800	*	*
Region X	*	*	*	*	28,600	*	25,600
All Regions	*	*	16,000	14,900	19,800	17,400	22,800

Table 18

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Bereavement

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	2,400	12,200	*	*	*
Region II	*	*	14,900	9,200	21,600	17,500	*
Region III	*	2,400	12,500	*	13,700	*	*
Region IV	*	19,000	*	11,400	19,600	*	*
Region V	*	*	*	*	*	*	*
Region VI	*	*	48,000	*	*	*	*
Region VII	*	*	14,000	*	*	*	*
Region VIII	*	*	*	*	*	*	21,800
Region IX	*	*	19,100	13,400	*	*	*
Region X	*	*	*	17,400	20,700	*	24,000
All Regions	*	10,700	17,000	13,700	18,500	17,500	22,900

Table 19

Compensation by Type of Program by Region

Position: Director of Nursing

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	25,000	28,400	35,000	*	*	*	7	26,900	27,000
Region II	19,500	26,100	37,000	2,500	22,200	28,500	18	24,600	25,000
Region III	17,500	22,400	31,500	8,300	18,700	24,000	18	21,100	20,600
Region IV	2,100	25,900	39,000	12,000	23,800	34,600	23	25,200	26,500
Region V	21,000	24,500	29,000	*	*	*	7	25,800	24,000
Region VI	20,000	22,500	25,000	13,200	19,200	29,400	7	21,100	22,000
Region VII	23,400	27,000	30,000	9,600	23,200	32,000	18	24,700	27,100
Region VIII	15,600	23,100	32,000	*	*	*	9	24,100	24,700
Region IX	19,000	22,100	26,400	900	8,200	20,000	7	16,100	20,000
Region X	10,000	27,100	39,000	10,900	25,700	40,000	12	26,200	25,000
All Regions	2,100	25,000	39,000	900	22,300	40,100	126	23,900	

(#)Number of hospices that responded to survey.

Table 20

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Nursing

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	27,100	29,300	*
Region II	*	*	*	*	27,600	23,500	27,200
Region III	*	*	*	19,900	*	21,600	25,500
Region IV	*	26,500	*	*	25,400	26,300	31,300
Region V	*	*	*	26,000	24,200	*	*
Region VI	*	22,900	21,000	*	*	*	25,000
Region VII	*	*	*	*	30,000	26,000	*
Region VIII	*	*	*	16,100	22,600	32,000	30,000
Region IX	*	*	*	19,000	20,700	*	*
Region X	*	10,000	*	39,000	22,900	*	31,700
All Regions	*	19,800	21,000	21,500	24,800	25,300	28,900

Table 21

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Nursing

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	20,800	*	*	*	*	*
Region II	*	*	24,500	28,500	25,500	21,800	*
Region III	13,700	*	18,800	*	23,500	*	*
Region IV	18,900	*	*	25,800	12,000	25,700	*
Region V	*	18,000	*	*	*	*	*
Region VI	22,200	*	*	*	*	*	*
Region VII	12,000	15,200	*	*	24,400	*	*
Region VIII	*	*	*	*	*	*	27,500
Region IX	3,600	900	20,000	*	*	*	*
Region X	*	24,000	*	17,900	28,200	40,000	*
All Regions	15,600	15,700	20,500	22500	24,000	29,200	27,500

Table 22

Compensation by Type of Program by Region

Position: Director of Home Care Services

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	24,000	24,800	26,000	*	*	*	4	29,600	26,000
Region II	18,500	20,400	23,200	25,000	28,300	34,700	10	23,600	23,200
Region III	23,500	26,100	28,500	*	*	*	5	23,100	23,500
Region IV	3,000	22,900	31,800	23,000	27,000	30,000	18	25,200	27,800
Region V	*	*	*	*	*	*	1	*	*
Region VI	22,000	22,000	22,000	*	*	*	3	15,300	22,000
Region VII	24,000	27,400	30,900	*	*	*	3	27,600	27,900
Region VIII	21,800	27,900	31,000	*	*	*	3	27,900	31,000
Region IX	26,000	26,000	26,000	*	*	*	2	*	*
Region X	36,700	36,700	36,700	*	*	*	6	37,000	36,700
All Regions	3,000	24,400	36,700	1,200	27,800	43,900	56	26,100	

(#)Number of hospices that responded to survey.

Table 23

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Home Care Services

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	24,500	*	*	24,000	*	26,000
Region II	*	*	*	*	*	19,800	23,200
Region III	*	*	*	*	23,500	*	28,500
Region IV	*	*	*	18,300	21,000	*	28,200
Region V	*	*	*	*	*	*	*
Region VI	*	*	22,000	*	*	*	*
Region VII	*	*	*	*	24,000	*	30,900
Region VIII	*	*	*	*	21,800	*	31,000
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	*	*	*	36,700
All Regions	*	24,500	22,000	18,300	22,900	19,800	29,100

Table 24

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Home Care Services

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	43,900
Region II	*	*	*	*	28,600	*	34,700
Region III	*	13,900	*	*	23,300	*	*
Region IV	*	30,000	28,000	26,000	28,100	*	27,900
Region V	*	*	*	*	*	*	*
Region VI	11,900	*	*	*	*	*	*
Region VII	*	*	27,900	*	*	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	16,000	*	*	*	*
Region X	*	*	*	14,400	*	38,000	34,900
All Regions	11,900	21,900	23,900	20,200	27,000	38,000	35,400

Table 25

Compensation by Type of Program by Region

Position: Director of Inpatient Services

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	*	*	*	*	*	*		*	*
Region II	19,200	24,400	34,000	34,700	34,700	34,700	7	25,900	25,000
Region III	*	*	*	*	*	*	2	*	*
Region IV	25,000	27,600	31,800	25,000	26,100	27,300	5	27,000	26,000
Region V	*	*	*	*	*	*		*	*
Region VI	28,900	28,900	28,900	*	*	*	1	*	*
Region VII	28,200	28,200	28,200	20,000	20,000	20,000	2	*	*
Region VIII	20,800	24,900	27,000	*	*	*	3	24,900	27,000
Region IX	2,100	13,000	24,000	*	*	*	2	*	*
Region X	*	*	*	34,900	41,600	50,000	3	41,600	40,000
All Regions	2,100	24,700	34,000	20,000	32,100	50,000	25	27,100	

(#)Number of hospices that responded to survey.

Table 26

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Inpatient Services

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	*	19,600	29,500
Region III	*	*	*	*	*	*	32,600
Region IV	*	*	*	*	*	*	27,600
Region V	*	*	*	*	*	*	*
Region VI	*	*	*	*	28,900	*	*
Region VII	*	*	*	*	*	*	28,200
Region VIII	*	*	*	*	20,800	*	27,000
Region IX	*	*	*	*	2,100	*	*
Region X	*	*	*	*	*	*	*
All Regions	*	*	*	*	11,400	19,600	27,300

Table 27

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Inpatient Services

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	*	*	34,700
Region III	*	*	*	*	*	*	*
Region IV	*	*	*	*	*	*	*
Region V	*	*	*	*	*	*	*
Region VI	*	*	*	*	*	*	*
Region VII	*	*	*	*	20,000	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	*	*	40,000	34,900
All Regions	*	*	*	*	20,000	40,000	34,800

Table 28

Compensation by Type of Program by Region

Position: Medical Director

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	1,700	17,700	65,000	*	*	*	8	17,700	10,000
Region II	5,000	29,500	75,000	2,500	19,600	45,000	24	26,200	15,000
Region III	3,000	30,700	104,000	*	*	*	16	27,900	18,000
Region IV	2,000	15,800	80,000	900	14,500	80,000	28	15,500	5,200
Region V	2,500	20,500	100,000	*	*	*	9	20,500	7,200
Region VI	2,400	4,500	6,000	*	*	*	4	5,200	6,000
Region VII	2,500	50,500	156,000	5,400	17,100	25,000	15	41,600	20,000
Region VIII	3,800	38,600	104,000	*	*	*	6	32,500	10,000
Region IX	3,000	9,800	14,400	*	*	*	5	36,700	14,400
Region X	12,000	31,200	85,100	8,400	22,600	54,600	13	27,900	20,000
All Regions	1,700	26,500	156,000	900	20,700	104,000	128	25,200	

(#)Number of hospices that responded to survey.

Table 29

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Medical Director

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	1,700	*	*	26,500	16,700	10,800
Region II	*	*	*	*	43,800	16,900	56,800
Region III	*	*	*	*	32,700	17,900	36,000
Region IV	4,800	12,000	4,000	7,000	9,200	14,700	55,700
Region V	*	*	*	3,700	18,300	10,400	100,000
Region VI	*	2,400	*	*	*	*	6,000
Region VII	*	*	10,000	3,600	72,000	67,500	63,000
Region VIII	*	*	*	*	53,900	65,000	10,000
Region IX	*	*	*	8,700	*	*	*
Region X	*	*	*	12,000	27,700	12,000	47,500
All Regions	4,800	12,000	10,000	7,000	25,800	33,700	47,200

Table 30

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Medical Director

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	2,500	12,800	32,900	*	30,000
Region III	1,200	*	*	*	15,400	*	*
Region IV	*	4,400	*	40,400	*	*	*
Region V	*	*	*	*	*	*	*
Region VI	*	*	*	*	*	*	*
Region VII	*	*	25,000	18,000	5,400	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	*	104,000	50,000	*	*
Region X	*	*	*	36,300	13,500	*	*
All Regions	1,200	4,400	13,700	34,900	22,100	*	30,000

Section III: Compensation of Hospice Interdisciplinary Team Members

Compensation of Hospice Patient Care Coordinator

Compensation of Home Care Nurse, RN

Compensation of Home Care Nurse, LPN

Compensation of Inpatient Care Nurse, RN

Compensation of Inpatient Care Nurse, LPN

Compensation of Chaplain

Compensation of Social Worker

Compensation of Hospice Physician

Table 31

Compensation by Type of Program by Region

Position: Patient Care Coordinator

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	17,100	25,500	34,100	3,000	20,000	30,800	18	22,800	23,500
Region II	13,700	26,100	35,000	2,900	22,900	39,500	33	24,800	26,500
Region III	15,000	23,500	36,700	15,000	20,800	25,500	59	22,700	22,200
Region IV	14,600	24,400	29,700	4,000	20,900	29,000	50	22,500	24,000
Region V	19,000	25,700	32,000	7,200	11,600	18,300	16	20,400	22,000
Region VI	13,100	23,500	30,500	4,000	18,600	32,200	19	20,100	20,000
Region VII	17,000	24,700	31,500	2,400	22,100	32,500	36	23,400	25,000
Region VIII	18,000	22,600	26,500	5,000	12,500	21,000	9	18,100	18,700
Region IX	2,300	21,800	37,000	12,000	23,300	29,000	20	22,700	25,000
Region X	17,600	29,700	37,800	1,600	25,300	43,100	38	26,800	29,100
All Regions	2,300	24,800	37,800	1,600	21,300	39,500	298	23,100	

(#)Number of hospices that responded to survey.

Table 32

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Patient Care Coordinator

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	21,400	*	*	25,500	26,800	25,600
Region II	*	*	31,700	15,800	26,700	25,700	28,100
Region III	*	*	18,000	22,100	22,600	25,000	27,400
Region IV	*	*	14,600	24,400	24,600	29,700	25,200
Region V	*	*	*	20,000	27,000	30,000	26,000
Region VI	*	28,000	13,100	*	20,200	29,000	*
Region VII	*	17,000	21,200	26,400	23,100	27,000	*
Region VIII	*	*	18,000	23,800	22,300	*	26,500
Region IX	*	37,000	*	26,900	11,400	*	*
Region X	*	*	*	35,000	26,800	28,200	31,400
All Regions	*	25,900	19,400	23,600	23,300	26,500	27,500

Table 33

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Patient Care Coordinator

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	12,900	21,800	23,500	*	*	30,800
Region II	*	10,800	24,000	15,200	*	31,700	39,500
Region III	*	18,200	19,500	21,200	22,700	*	*
Region IV	*	12,900	20,800	23,200	23,800	23,300	*
Region V	7,600	*	12,100	17,900	*	*	*
Region VI	13,200	17,600	22,600	*	*	*	*
Region VII	7,200	18,500	25,000	26,000	23,500	*	*
Region VIII	5,000	8,700	15,300	*	*	*	*
Region IX	*	18,500	23,500	23,900	29,000	*	*
Region X	1,600	19,600	21,300	25,400	26,700	30,000	35,000
All Regions	9,300	15,600	21,000	22,600	24,300	28,000	35,900

Table 34

Compensation by Type of Program by Region

Position: Home Care Nurse, RN

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	17,200	23,100	28,000	3,800	18,500	24,800	15	21,900	23,000
Region II	16,000	22,100	32,000	9,000	21,400	28,000	46	21,800	22,000
Region III	8,600	21,700	29,000	4,000	16,100	21,700	58	20,100	18,600
Region IV	18,000	21,600	28,000	9,400	21,900	47,600	58	21,700	21,200
Region V	16,000	21,900	28,500	6,000	12,000	24,600	25	19,500	20,000
Region VI	7,000	20,000	26,700	17,000	22,500	32,000	20	21,300	21,500
Region VII	9,900	21,000	28,000	4,000	21,900	30,000	42	21,400	21,600
Region VIII	16,000	20,800	25,000	3,900	9,600	21,000	14	18,400	20,800
Region IX	1,900	18,700	25,000	18,700	21,900	27,000	22	20,300	21,000
Region X	2,600	24,400	31,900	9,200	26,300	39,900	33	25,600	26,700
All Regions	1,900	24,400	32,000	3,800	21,000	47,600	335	21,400	

(#)Number of hospices that responded to survey.

Table 35

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Home Care Nurse, RN

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	19,500	*	24,900	24,900	25,400	20,100
Region II	*	*	*	19,600	23,800	20,200	22,600
Region III	*	*	*	19,100	24,600	19,100	22,400
Region IV	*	21,200	20,000	20,500	21,800	24,000	22,100
Region V	*	*	*	19,500	22,400	25,200	22,000
Region VI	*	24,800	13,000	*	18,400	23,600	21,000
Region VII	*	16,000	19,200	23,800	21,300	22,000	25,500
Region VIII	*	*	*	18,600	19,500	23,000	24,000
Region IX	*	25,000	*	18,400	14,200	*	*
Region X	*	*	*	30,000	20,500	30,300	26,500
All Regions	*	21,600	16,300	19,900	20,700	22,100	23,300

Table 36

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Home Care Nurse, RN

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	3,800	*	*	22,500	23,000	*	24,800
Region II	*	*	13,500	17,000	24,500	28,000	27,000
Region III	4,000	13,200	15,600	18,400	19,100	*	*
Region IV	18,700	26,000	16,000	23,500	24,200	19,500	*
Region V	6,000	6,000	11,900	*	*	*	*
Region VI	19,100	*	21,800	*	22,000	*	*
Region VII	*	4,000	20,700	20,700	23,400	*	*
Region VIII	3,900	*	3,900	*	*	*	*
Region IX	21,000	*	20,200	19,800	27,000	*	*
Region X	*	21,800	30,000	24,100	25,100	29,500	31,900
All Regions	13,400	16,600	16,900	21,000	23,500	26,600	28,500

Table 37

Compensation by Type of Program by Region

Position: Home Care Nurse, LPN

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	12,800	16,400	20,000	*	*	*	4	16,400	*
Region II	13,500	18,500	26,000	*	*	*	5	18,500	19,000
Region III	7,800	15,700	23,400	11,400	14,100	17,800	16	15,300	14,600
Region IV	12,900	15,200	18,700	14,600	16,100	18,000	15	15,400	15,100
Region V	16,600	17,300	18,000	*	*	*	3	12,800	*
Region VI	*	*	*	*	*	*	2	15,000	*
Region VII	11,500	14,500	16,800	18,000	19,600	21,000	11	16,800	16,800
Region VIII	10,000	14,300	19,600	*	*	*	4	14,300	*
Region IX	*	*	*	*	*	*	1	1,400	*
Region X	17,400	20,700	24,000	12,500	17,000	22,000	8	18,900	19,000
All Regions	1,400	15,800	26,000	3,600	16,100	22,000	69	15,900	

(#)Number of hospices that responded to survey.

Table 38

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Home Care Nurse, LPN

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	12,800	*	*	18,000	20,000	14,700
Region II	*	*	*	*	20,000	13,700	19,000
Region III	*	*	*	16,800	13,500	12,400	20,700
Region IV	*	*	*	14,600	14,000	15,800	16,900
Region V	*	*	*	*	18,000	*	*
Region VI	*	16,000	*	*	*	14,000	*
Region VII	*	12,000	*	16,800	*	15,300	11,500
Region VIII	*	*	*	10,000	15,800	*	15,600
Region IX	*	*	*	*	1,400	*	*
Region X	*	*	*	24,000	19,000	*	20,000
All Regions	*	12,400	*	17,100	14,700	13,800	17,300

Table 39

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Home Care Nurse, LPN

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	*	*	*
Region III	*	*	13,000	14,000	14,600	*	*
Region IV	*	15,700	*	*	16,100	*	*
Region V	*	*	3,600	*	*	*	*
Region VI	*	*	*	*	*	*	*
Region VII	*	*	21,000	20,000	18,500	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	*	*	*	*	*
Region X	*	*		15,400	12,500	*	18,100
All Regions	*	15,700	12,500	16,500	15,800	*	18,100

Table 40

Compensation by Type of Program by Region

Position: Inpatient Care Nurse, RN

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	*	*	*	*	*	*		*	*
Region II	4,200	18,400	26,000	17,700	24,000	28,000	9	20,900	22,000
Region III	20,500	22,000	23,900	*	*	*	5	21,200	21,600
Region IV	18,500	22,300	26,000	20,000	22,800	24,900	13	22,600	23,000
Region V	10,400	21,500	28,100	*	*	*	4	21,500	*
Region VI	19,800	22,200	26,700	19,700	24,400	28,000	6	23,300	25,500
Region VII	20,000	22,800	26,000	*	*	*	6	22,900	23,500
Region VIII	17,700	22,600	25,000	*	*	*	4	22,200	25,000
Region IX	1,900	17,500	26,000	*	*	*	3	17,500	24,500
Region X	24,200	27,200	30,200	16,400	25,400	30,000	6	26,300	29,900
All Regions	1,900	21,700	30,200	16,400	23,400	30,000	56	22,300	

(#)Number of hospices that responded to survey.

Table 41

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Inpatient Care Nurse, RN

	Size of Budget						
Region	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	4,200	*	20,000	26,000
Region III	*	*	*	*	21,800	*	22,200
Region IV	*	18,500	*	*	22,100	*	22,700
Region V	*	*	*	*	19,200	*	22,000
Region VI	*	26,700	20,000	*	19,800	*	*
Region VII	*	*	*	26,000	20,000	21,800	23,500
Region VIII	*	*	*	*	17,700	*	25,000
Region IX	*	*	*	*	1,900	*	*
Region X	*	*	*	*	27,200	*	24,200
All Regions	*	22,600	*	*	18,900	20,000	23,600

Table 42

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Inpatient Care Nurse, RN

	Size of Budget						
Region	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	23,300	*	28,000	27,000
Region III	*	*	*	*	18,000	*	*
Region IV	*	24,800	*	*	24,000	*	*
Region V	*	*	*	*	*	*	*
Region VI	19,700	*	25,500	*	*	*	*
Region VII	*	*	*	*	*	*	*
Region VIII	*	*	*	*	*	*	21,200
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	*	*	30,000	29,900
All Regions	19,700	24,800	25,500	23,300	22,000	29,000	26,000

Table 43

Compensation by Type of Program by Region

Position: Inpatient Care Nurse, LPN

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	*	*	*	*	*		*	*	*
Region II	16,000	17,300	18,000	*	*	*	4	16,600	*
Region III	14,400	16,200	18,100	*	*	*	4	15,200	*
Region IV	*	*	*	16,100	16,900	17,700	5	16,500	15,000
Region V	*	*	*	*	*	*	1	10,400	*
Region VI	*	*	*	*	*	*	2	14,800	*
Region VII	*	*	*	*	*	*	3	16,300	*
Region VIII	*	*	*	*	*	*	1	16,600	*
Region IX	*	*	*	*	*	*	1	16,000	*
Region X	*	*	*	*	*	*	3	19,700	*
All Regions	10,400	16,000	18,100	12,000	16,600	22,000	24	16,300	

(#)Number of hospices that responded to survey.

Table 44

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Inpatient Care Nurse, LPN

	Size of Budget						
Region	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	17,900	*	16,000	*
Region III	*	*	*	*	*	*	16,300
Region IV	*	*	*	*	*	*	15,900
Region V	*	*	*	*	10,400	*	*
Region VI	*	*	*	*	15,100	*	*
Region VII	*	*	*	*	*	16,000	16,900
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	*	*	*	17,400
All Regions	*	*	*	*	10,400	16,000	16,900

Table 45

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Inpatient Care Nurse, LPN

	Size of Budget						
Region	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	*	*	*
Region III	*	*	*	*	12,000	*	*
Region IV	*	*	*	*	16,100	*	*
Region V	*	*	*	*	*	*	*
Region VI	14,500	*	*	*	*	*	*
Region VII	*	*	*	*	*	*	*
Region VIII	*	*	*	*	*	*	16,600
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	*	*	22,000	19,600
All Regions	14,500	*	*	*	14,100	22,000	18,100

Table 46

Compensation by Type of Program by Region

Position: Chaplain

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	600	15,900	30,000	*	*	*	5	15,900	19,400
Region II	4,500	17,600	24,000	5,000	12,100	17,500	17	16,300	17,500
Region III	1,200	17,300	28,000	*	*	*	17	16,700	19,000
Region IV	2,600	16,700	24,000	3,000	16,300	25,000	10	16,600	21,000
Region V	500	17,200	30,000	*	*	*	7	16,300	12,500
Region VI	*	*	*	*	*	*	3	14,800	*
Region VII	11,000	20,500	29,600	*	*	*	9	21,400	24,000
Region VIII	900	18,300	32,000	*	*	*	6	18,700	20,800
Region IX	2,000	15,900	25,800	*	*	*	5	16,300	20,000
Region X	22,600	23,900	26,200	1,800	20,400	40,000	12	21,600	22,700
All Regions	500	17,800	32,000	1,800	17,500	40,000	91	17,700	

(#)Number of hospices that responded to survey.

Table 47

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Chaplain

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	600	*	19,400	30,000	23,500	6,000
Region II	*	*	*	*	*	16,200	20,100
Region III	*	*	*	10,000	8,000	15,800	21,500
Region IV	*	2,600	*	18,000	*	24,000	22,600
Region V	*	*	*	500	25,000	10,000	30,000
Region VI	*	*	*	*	*	18,900	6,000
Region VII	*	*	*	11,000	13,000	23,400	26,000
Region VIII	*	*	*	*	12,800	21,000	32,000
Region IX	*	*	*	13,900	20,000	*	*
Region X	*	*	*	*	23,300	*	24,400
All Regions	*	2,600	*	14,600	19,700	18,200	22,300

Table 48

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Chaplain .

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	5,000	17,500	16,000
Region III	*	*	*	*	12,400	*	*
Region IV	*	3,000	*	*	25,000	*	*
Region V	*	*	*	11,400	*	*	*
Region VI	19,600	*	*	*	*	*	*
Region VII	*	*	*	*	24,000	*	*
Region VIII	*	*	*	*	*	*	20,800
Region IX	*	*	5,900	*	28,000	*	*
Region X	*	18,700	1,800	26,500	15,200	*	35,500
All Regions	19,600	10,800	3,900	18,900	16,900	17,500	26,900

Table 49

Compensation by Type of Program by Region

Position: Social Worker

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	700	19,400	31,500	*	*	*	10	20,300	23,000
Region II	4,700	20,900	28,200	1,900	16,700	27,000	42	19,100	20,800
Region III	13,700	19,000	27,200	4,400	15,600	19,500	45	18,500	18,600
Region IV	10,000	20,400	25,300	2,000	24,200	26,900	41	21,800	20,500
Region V	4,800	16,100	22,000	5,800	15,500	25,900	14	15,900	17,000
Region VI	6,200	16,200	24,500	6,000	15,900	26,600	19	16,000	16,700
Region VII	10,400	19,500	25,800	3,600	17,900	29,300	26	18,700	20,500
Region VIII	4,400	17,000	28,100	*	*	*	10	17,000	20,000
Region IX	16,000	21,100	26,000	*	*	*	9	22,300	24,000
Region X	10,900	24,700	31,700	1,200	24,900	39,900	22	24,800	27,600
All Regions	700	19,600	31,700	1,200	19,600	72,800	238	19,600	

(#)Number of hospices that responded to survey.

Table 50

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Social Worker

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	700	*	20,400	22,600	22,400	21,000
Region II	*	*	*	18,800	19,600	20,800	23,400
Region III	*	*	*	17,900	18,400	20,000	21,400
Region IV	18,500	*	20,500	21,900	22,400	18,700	19,800
Region V	*	*	*	9,000	18,000	19,900	21,000
Region VI	*	23,100	10,100	*	17,400	16,700	*
Region VII	*	*	*	15,000	22,200	19,600	25,800
Region VIII	*	*	*	18,900	15,700	21,000	15,000
Region IX	*	*	*	21,300	18,500	*	*
Region X	*	*	*	*	22,600	27,600	24,400
All Regions	18,500	24,500	13,700	18,500	20,400	20,000	21,200

Table 51

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Social Worker

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	23,000	*	*	24,800
Region II	*	*	11,700	10,800	24,300	21,200	25,500
Region III	*	*	17,000	4,400	18,200	*	*
Region IV	*	*	2,000	31,300	22,300	20,600	*
Region V	9,900	*	15,700	16,000	*	*	*
Region VI	18,800	6,000	15,800	*	*	*	*
Region VII	*	10,200	13,600	24,700	16,100	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	24,900	*	28,000	*	*
Region X	*	29,300	*	13,200	24,400	30,000	31,000
All Regions	14,300	15,200	14,800	20,800	21,200	23,200	27,600

Table 52

Compensation by Type of Program by Region

Position: Hospice Physician

	Medicare Certified Hospice Programs			Non-Medicare Certified Hospice Programs			Total for all Hospice Programs		
Region	Low	Mean	High	Low	Mean	High	#	Mean	Median
Region I	*	*	*	*	*	*	1	*	*
Region II	7,500	32,500	50,000	*	*	*	4	32,500	*
Region III	18,000	46,700	83,200	*	*	*	4	46,700	*
Region IV	*	*	*	*	*	*		*	*
Region V	*	*	*	*	*	*		*	*
Region VI	*	*	*	*	*	*	1	*	*
Region VII	*	*	*	*	*	*	3	20,500	*
Region VIII	*	*	*	*	*	*	1	*	*
Region IX	*	*	*	*	*	*	1	*	*
Region X	*	*	*	*	*	*	2	*	*
All Regions	7,500	30,800	50,000	*	*	*	16	26,200	

(#)Number of hospices that responded to survey.

Table 53

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Hospice Physician

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	10,000	*	*
Region II	*	*	*	*	40,000	28,700	*
Region III	*	*	*	*	55,600	*	37,800
Region IV	*	*	*	*	*	*	*
Region V	*	*	*	*	*	*	*
Region VI	*	*	*	*	*	*	*
Region VII	*	*	*	*	*	*	27,500
Region VIII	*	*	*	*	*	*	2,000
Region IX	*	*	*	*	15,000	*	*
Region X	*	*	*	*	*	*	*
All Regions	*	*	*	*	17,700	28,700	26,300

Table 54

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Hospice Physician

Region	Size of Budget						
	< $24,999	$ 25,000 $ 49,999	$ 50,000 $ 99,999	$ 100,000 $ 199,999	$ 200,000 $ 499,999	$ 500,000 $ 999,999	> $1,000,000
Region I	*	*	*	*	*	*	*
Region II	*	*	*	*	*	*	12,500
Region III	*	*	*	*	*	*	*
Region IV	*	*	*	*	*	*	*
Region V	*	*	*	*	*	*	*
Region VI	*	*	*	*	*	*	*
Region VII	*	*	24,000	*	*	*	*
Region VIII	*	*	*	*	*	*	*
Region IX	*	*	*	*	*	*	*
Region X	*	*	*	*	16,700	*	*
All Regions	*	*	24,000	*	16,700	*	12,500

Section IV: Fringe Benefits Paid

Paid Health Insurance for Employees

Paid Health Insurance for Employees' Families

Paid Disability Insurance for Employees

Paid Life Insurance for Employees

Paid Retirement Plan for Employees

Table 55

Fringe Benefit Paid to Employees

Type of Program: Medicare Certified Hospice

Type of Benefit: Paid Health Insurance

	for Employees				for Families			
Region	None	Partial	Full	#	None	Partial	Full	#
Region I	10	30	60	20	65	25	10	20
Region II	13	15	72	39	46	15	38	39
Region III	18	13	69	55	60	18	22	55
Region IV	15	24	61	46	37	28	35	46
Region V	9	14	77	22	23	27	50	22
Region VI	25	25	50	12	58	25	17	12
Region VII	8	15	77	26	42	31	27	26
Region VIII	12	25	62	16	38	38	25	16
Region IX	8	17	75	12	50	8	42	12
Region X	17	6	78	18	56	17	28	18
All Regions	13.50%	18.40%	68.10%	266	47.50%	23.20%	29.40%	266

Table 56

Fringe Benefit Paid to Employees

Type of Program: Non-Medicare Certified Hospice

Type of Benefit: Paid Health Insurance for Employees

Region	None	Partial	Full	#	None	Partial	Full	#
Region I	58	13	29	45	71	11	18	45
Region II	40	8	53	53	62	8	30	53
Region III	54	8	38	65	80	8	12	65
Region IV	46	14	40	87	63	13	24	87
Region V	70	3	27	30	77	3	20	30
Region VI	56	15	29	55	67	18	15	55
Region VII	55	9	36	47	70	15	15	47
Region VIII	55	9	36	11	64	9	27	11
Region IX	47	12	40	40	62	17	20	40
Region X	35	11	53	62	65	10	26	62
All Regions	51.60%	10.20%	38.10%	495	68.10%	11.20%	20.70%	495

(#) Number of hospices that responded to survey.

Table 57

Fringe Benefit Paid to Employees

Type of Program: Medicare Certified Hospice

Type of Benefit:

	Disability Insurance				Life Insurance			
Region	None	Partial	Full	#	None	Partial	Full	#
Region I	45	0	55	20	30	5	65	20
Region II	23	5	72	39	23	3	74	39
Region III	62	2	36	55	47	5	47	55
Region IV	50	9	41	46	37	13	50	46
Region V	36	5	59	22	18	18	64	22
Region VI	33	8	58	12	33	8	58	12
Region VII	46	8	46	26	27	12	62	26
Region VIII	38	0	62	16	44	0	56	16
Region IX	58	8	33	12	42	0	58	12
Region X	22	6	72	18	28	11	61	18
All Regions	41.30%	5.10%	53.40%	266	32.90%	7.50%	59.90%	266

Table 58

Fringe Benefit Paid to Employees

Type of Program: Non-Medicare Certified Hospice

Type of Benefit:

	Disability Insurance				Life Insurance			
Region	None	Partial	Full	#	None	Partial	Full	#
Region I	73	11	16	45	64	4	31	45
Region II	43	4	53	53	57	2	42	53
Region III	82	5	14	65	72	3	25	65
Region IV	63	5	32	87	64	2	33	87
Region V	73	3	23	30	77	3	20	30
Region VI	69	9	22	55	65	7	27	55
Region VII	66	6	28	47	64	2	34	47
Region VIII	82	0	18	11	73	9	18	11
Region IX	70	7	23	40	62	7	30	40
Region X	42	3	55	62	48	6	45	62
All Regions	66.30%	5.30%	28.40%	495	64.60%	4.50%	30.50%	495

(#) Number of hospices that responded to survey.

Table 59

Fringe Benefit Paid to Employees

Type of Program: Medicare Certified Hospice

Type of Benefit: Retirement Plan for Employees

Region	None	Partial	Full	#
Region I	40	0	60	20
Region II	28	13	59	39
Region III	69	4	27	55
Region IV	41	9	50	46
Region V	27	14	59	22
Region VI	50	8	42	12
Region VII	54	8	38	26
Region VIII	50	19	31	16
Region IX	50	8	42	12
Region X	50	6	44	18
All Regions	45.90%	8.90%	45.20%	266

(#) Number of hospices that responded to survey.

Table 60

Fringe Benefit Paid to Employees

Type of Program: Non-Medicare Certified Hospice

Type of Benefit: Retirement Plan for Employees

Region	None	Partial	Full	#
Region I	73	4	22	45
Region II	62	4	34	53
Region III	72	8	20	65
Region IV	68	3	29	87
Region V	80	3	17	30
Region VI	67	9	24	55
Region VII	77	2	21	47
Region VIII	82	0	18	11
Region IX	68	10	23	40
Region X	69	5	26	62
All Regions	71.80%	4.80%	23.40%	495

(#) Number of hospices that responded to survey.

Appendix: Survey Instrument

NATIONAL HOSPICE ORGANIZATION

SALARY SURVEY—1987

INSTRUCTIONS: The National Hospice Organization is interested in the starting and current annual salaries for the following positions. Please indicate the starting salary your hospice would offer to fill the position in 1987 as well as the salary currently paid in the spaces provided. If your hospice does not have a particular position write N/A. If the duties of a particular position are combined with another position fill in the blank for the predominating position. Please factor all salaries to full time equivalents. Definitions of each position are on the back of this page.

Salary information will be reported on a regional basis. Individual hospice programs will not be identified. This survey should be returned with the National Hospice census form, but will be separated upon receipt.

NAME OF STATE:_____ MEDICARE CERTIFIED YES__ NO__

YEARLY BUDGET:_____ PATIENTS PER YEAR_____

POSITION	STARTING SALARY	CURRENT SALARY
A. EXECUTIVE DIRECTOR		
B. PROGRAM DIRECTOR		
C. DIR. OF VOLUNTEERS		
D. DIR. OF SOCIAL SERVICES		
E. DIR. OF EDUCATION		
F. DIR. OF BEREAVEMENT		
G. DIR. OF NURSING		
H. PT. CARE COORDINATOR		
I. DIR. HOME CARE SERVICES		
J. DIR. INPATIENT SERVICES		
K. MEDICAL DIRECTOR		
L. HOSPICE PHYSICIAN		
M. HOME CARE NURSE RN		
N. HOME CARE NURSE LPN		
O. INPATIENT NURSE RN		
P. INPATIENT NURSE LPN		
Q. CHAPLAIN		
R. SOCIAL WORKER		

DOES YOUR ORGANIZATION OFFER THE FOLLOWING BENEFITS:

BENEFIT	FULL COVERAGE	PARTIAL COVERAGE	NO
HEALTH INSURANCE			
HEALTH INS. (DEPENDENTS)			
DISABILITY			
RETIREMENT PLAN			
LIFE INSURANCE			
DENTAL			
_____			

POSITION DESCRIPTIONS:

A. EXECUTIVE DIRECTOR: Chief operating officer. Responsible for overall supervision of program, finances, fundraising, board and community relations.

B. PROGRAM DIRECTOR: Responsible for overall coordination of program. Reports to supervisor outside of hospice program. Position usually found in hospital or large home health agency setting.

C. DIR. OF VOLUNTEERS: Supervises volunteer program.

D. DIR. OF SOCIAL SERVICES: Supervises social service department.

E. DIR. OF EDUCATION: Supervises staff and program of education internally and in community

F. DIR. OF BEREAVEMENT: Supervises staff and program of bereavement

G. DIR. OF NURSING: Coordinates all aspects of nursing care including assessments, assignments, and supervision of nurses and aides.

H. PT. CARE COORDINATOR: Coordinates all aspects of patient care.

I. DIR. OF HOME CARE SERVICES: Coordinates all aspects of home care services.

J. DIR. OF INPATIENT SERVICES: Coordinates all aspects of inpatient services.

K. MEDICAL DIRECTOR: Administrative position responsible for medical direction.

L. HOSPICE PHYSICIAN: Provides day to day hands on medical care to hospice patients.

M. HOME CARE NURSE: Provides skilled nursing care in the home.

N. INPATIENT NURSE: Provides skilled nursing care in an inpatient setting.

O. CHAPLAIN: Coordinates spiritual well-being and religious services to patient/families.

P. SOCIAL WORKER: Assists patient/family with psycho-social needs. Acts as advisor and advocate for patient/family.